AMENDED PER MARCH 8th FC MEETING

CAFC-96-01M

# CONCORDIA UNIVERSITY
# FACULTY OF COMMERCE AND ADMINISTRATION
# MINUTES OF THE FACULTY COUNCIL MEETING
# HELD FRIDAY, FEBRUARY 9, 1996

**Present:** M. Anvari (Chair)
A. Ahmad (Fina.), S. A. Alvi (Econ.), B. Ashforth (Mana.), V. V. Baba (Mana.), D. Ballou (DS&MIS), C. Bayne (DS&MIS), A. Brodt (Fina.), T. Bui (OVRA), J. Craighead (Acco.), D. Gibbons (Fine Arts), Z. Gidengil (Mktg.) J. Hall (Mana.), A. Hochstein (MBA), S. Hoffman (Lib.), G. Johns (Mana.), V. H. Kirpalani (Mktg.), S. Ladouceur (CASA), A. Lavack (Mktg.), R. A. Long (Acco.), S. Lorber (CGSA), G. Martin (Comp.Sci.), J. McIntosh (Econ.), J. McKenna (CGSA), D. Morin (Assoc. Dean), K. Norman (CASA), P. E. Pitsiladis (Mana.), P. Regimbald (Liaison), J. A. Rosenblatt (Assoc.Dean), D. Scolamiero (CASA), M. Sharma (DS&MIS), R. Smith (LDO), D. Srinivasan (CASA), M. Thakor (Mktg.), T. J. Tomberlin (Assoc. Dean), C. Vallejo (Mod.Lang.)

**Absent with regret:** A. Del Bianco, R.Elie, M. Ibrahim, M. Kusy

I **Call to Order**
The meeting was called to order at 09:10.

II **Closed Meeting**
There were no items on the agenda for a closed meeting.

III **Open Meeting**

IV **Approval of the Agenda**
IT WAS MOVED BY J. HALL AND SECONDED BY M SHARMA THAT THE AGENDA, CAFC-96-01A, BE APPROVED AS PRESENTED.

THE MOTION WAS CARRIED UNANIMOUSLY.

V **Approval of the Minutes**
IT WAS MOVED BY V. H. KIRPALANI AND SECONDED BY V. V. BABA THAT THE MINUTES OF THE FACULTY COUNCIL MEETING HELD DECEMBER 8, 1995, CAFC-95-10M, BE APPROVED AS PRESENTED.

THE MOTION WAS CARRIED UNANIMOUSLY.

VI **Chair's Remarks and Questions Period**
The Chair highlighted the remarkable achievements of the Faculty's students in the following events: .The Commerce Games held at the Université Laval, January 4 - 7, 1996 - Concordia placed first among the

twelve competing universities earning five gold medals out of a possible six; The Fifteenth Annual MBA International Case Competition, January 9 - 13th; The Dalhousie International business Case Competition, January 28 and February 2nd - Concordia won first place in competition with eighteen universities. The Minister's Cup, will be presented to the team at a special presentation in Ottawa by the Honourable Lloyd Axworthy; The Undergraduate Business Games held at Wilfrid Laurier University - February 2 - 4, 1996 - The Concordia team defeated the defending champions placing first; The Annual CGA Examination Results -Anna Mistretta placed first in Quebec and first in Canada for Taxation II, Linda Kwong placed second in Quebec and second in Canada in Finance, Antonio Montanaro placed fourth in Quebec and 4th in Canada for Taxation II, Mario de Fanti placed fifth in Quebec and tenth in Canada for Financial Accounting, and Bao Michel Pham placed fifth in Quebec and eighth in Canada for Auditing II. The Chair thanked the faculty members who were closely involved with all the events and congratulated the students for their performance in demonstrating that Concordia is a top business school in the country.

The Chair announced the appointment of A. Brodt to the position of Chair, Department of Finance, effective February 1, 1996 until June 1998, and welcomed him to the Council. He advised that steps have been taken to initiate discussions with McGill University regarding cooperative efforts in the MBA Program offerings, and similarly with HEC in regard to the M.Sc. Program.

With regard to the AACSB accreditation process, the Chair reported that a recent visit from a member of the accreditation team confirmed the excellent progress of the self-appraisal dossier which is being prepared. The dossier is expected to be submitted by June and it is hoped that accreditation would be obtained by this time next year. Faculty members desiring further information were invited to contact M. Carney, AACSB Project Coordinator.

The Chair announced that he had received correspondence from the Concordia University Faculty Association informing Council that the executive of the association had adopted a motion regarding the Faculty Teaching Development Program. In closing the Chair noted that the documents included with the agenda should read CAFC-96-01A-01, -02, -03 etc.

There were no questions for the Chair.

VII **Faculty Council Elections - CAFC-96-01A-01**

C. Bayne was elected by acclamation to serve on the Senate Academic Planning and Priorities Committee replacing W.Taylor for the balance of term: June 1, 1996 - May 31, 1997.

S. Betton was elected by acclamation to serve on the University Library Committee replacing H. Dauderis for a three-year term: June 1, 1996 - May 31, 1999.

J. Switzer was elected by acclamation to continue to serve on the Undergraduate Scholarships and Awards Sub-Committee for a three-year term: June 1, 1996 - May 31, 1999.

R. Chung was elected by acclamation to continue to serve on the Sub-committee on Academic Computer Policy for a three-year term: June 1, 1996 - May 31, 1999.

A. Brodt was elected by acclamation to replace A. Jain representing the Department of Finance on the Council of the School of Graduate Studies for a three-year term: June 1, 1996 - May 31, 1999.

L. Katsanis was elected by acclamation to replace K. C. Dhawan representing the Department of Marketing on the Council of the School of Graduate Studies for a three-year term: June 1, 1996 - May 31, 1999.

C. Draimin was elected by acclamation to replace A. Ahmad for a three-year term on the Arts and Science Faculty Council: June 1, 1996 - May 31, 1999.

C. Bayne was elected by acclamation to continue serving on the Board of Graduate Studies Curriculum Committee for a two-year term: June 1, 1996 - May 31, 1998.

J. Mannadiar, G. S. Rajan and M. Franklin were elected by acclamation to serve on the commerce Undergraduate Student Request (& Appeals) Committee for a one-year term: June 1, 1996 - May 31, 1997.

J. Craighead, B. Baran, J. Mannadiar, M. Carney, and M. Thakor were elected by acclamation to serve on the Standing Committee on Cheating Appeals for a one-year term: June 1, 1996 - May 31, 1997.

D. Szpiro, B. Baran, J. Mannadiar, F. Rashkovan and C. Ross were elected by acclamation to serve on the Standing Committee on Academic Re-evaluation for a one-year term; June 1, 1996 - May 31, 1997.

A discussion ensued concerning the practicality of having five faculty members administer the Faculty elections.

The following resolution was moved by M. Sharma and seconded by D. Srinivasan:

BE IT RESOLVED THAT THE FACULTY ELECTION PANEL BE COMPOSED OF TWO FULL-TIME FACULTY MEMBERS.

The mover and the seconder agreed to the suggestion that the motion be amended to stipulate that the two faculty members be from different departments.

THE MOTION WAS CARRIED AS AMENDED (24 in favour, 0 opposed, 3 abstentions)

M. Sharma was elected by acclamation to continue to serve on the Faculty Election Panel for a two-year term: June 1, 1996 - May 31, 1998.

B. Markland was elected by a vote (23 in favour, 0 opposed, 1 abstention) to serve on the Faculty Election Panel for a two-year term: June 1, 1996 - May 31, 1998.

VIII **Business Arising from previous meeting**

1. **Canada-China Management Education Supplementary Report - CAFC-96-01A-02**

V. H. Kirpalani advised that the report had been discussed with M. Ibrahim. Another Faculty Council member stated that M. Ibrahim had exressed doubt that the Faculty Council would be satisfied with the report. V. H. Kirpalani invited interested faculty members to come and examine the Faculty accounts and the CIDA accounts located both in his office and in M. Ibrahim's office.

It was pointed out that the report accounted for approximately $1.2M while the total amount in question was $2.5M. V. H. Kirpalani stated that the report accounts for the period of time that he was the Director. With regard to a reconciliation of both the Concordia and CIDA accounts, he explained that the difficulty was with the variation in reporting procedures between Concordia and CIDA. For example, he advised that the Concordia system would record the software given to a returning Chinese scholars as equipment while the CIDA system would label the expense as returnees' materials. Reconciliation would require a lengthy process of examining each voucher.

V. H. Kirpalani explained that he had provided the figures from 1988 because Concordia had an administrator who was working with HEC. With regard to the $98K for research, he explained that part was paid to faculty members going to China, Professors Kusy and Khalifa, part was paid to Chinese scholars coming to Concordia, and part was for equipment.

V. H. Kirpalani was asked what the other $1.6M bought and how the figures provided related to some kind of tangible output? V. H. Kirpalani explained that the budget was heavily loaded for administration. The 1988, 1989, 1990 and 1991 budget would account for more than $1M. He advised that at the end of the project $165K was returned to CIDA but noted that $163K was subsequently granted for the Faculty's summer proposal.

One Council member noting that it was very difficult to reconcile two different reporting systems after several years of a joint operation, stated that he would have preferred that the report include an evaluation of the experience along with the implications or recommendations for any future relationships between the Faculty and CIDA.

It was suggested that appropriate accounting procedures be established for future operations. It was also suggested that, as a means of clarification, one year be isolated where the Faculty had total responsibility as a representative year. V. H. Kirpalani stated that the CIDA audit has been completed and now had complete accounting responsibility. Moreover, CIDA has approved another proposal from the CCEMP which they will monitor quarterly. He confirmed the consistency of the CIDA pattern which includes 25% - 30% of the budget for administration. He noted that a research study resulted in the expansion of the number of the faculty members who could go to China to teach and the $98K study included a presentation of a paper by Professors Kusy and Khalifa at the Canada-China Vancouver Conference.

It was suggested that the report be accepted and that steps be taken to assure clear financial accountability in the future. It was also suggested that the report be tabled until such time it could be verified by M. Ibrahim. Strong concern was expressed that Concordia would be liable in the event of an official audit despite the fact that CIDA had completed their audit and found the accounting to be satisfactory. The integrity of Faculty Council's approving the report, which clearly does not account for the $2.4M, was questioned. A member of Faculty Council pointed out that for the last two years the audited financial statements of Concordia University have a note indicating that two research funding agencies of the government have requested Concordia to return research monies previously received by Concordia because they could have been used for purposes for which they had not been intended.

One faculty member stated that unless there were some suspicion of financial impropriety there was no reason not to accept the report.

It was argued that it was the responsibility of the Council to ensure clarity and accountability in a report prior to approval.

IT WAS MOVED BY S. GOYAL AND SECONDED BY J. A. ROSENBLATT THAT FACULTY COUNCIL RECEIVE THE SUPPLEMENTARY REPORT ON THE CANADA-CHINA MANAGEMENT EDUCATION PROGRAM, PHASE II AS PRESENTED IN DOCUMENT CAFC-95-01A-02

It was asked if the receipt of the report implied closure of the issue. The Chair responded that the report could be received and could be re-opened at a later date by a motion adopted by the Council. One Council member stated that it would be preferable to have the endorsement of M. Ibrahim prior to receiving the report. The Chair advised that if it were the wish of the Council, further discussion could be postponed until the next meeting of Faculty Council.

IT WAS MOVED BY A. AHMAD AND SECONDED BY R. A. LONG THAT THE SUPPLEMENTARY REPORT OF THE CANADA-CHINA MANAGEMENT EDUCATION PROGRAM, PHASE II BE TABLED.

V. H. Kirpalani suggested that the individuals who wished to further investigate the financial reporting for the Canada-China Management program could do so. In the event that the investigation resulted in a concrete issue of concern, the concern could then be brought to Council for a policy decision. With regard to benefits to the Faculty, he emphasized the importance of this vehicle in providing international exposure for our faculty members which paved the way for future international projects.

The question was called. The Chair was requested to vote to break the tie vote (9 in favour, 9 opposed). In the interest of the Council's time, the Chair voted to oppose tabling the issue. He encouraged Council members to discuss their concerns with M. Ibrahim or himself.

THE MOTION WAS DEFEATED (9 IN FAVOUR, 10 OPPOSED, 0 ABSTENTIONS)

IX **Report: Commerce Undergraduate Curriculum Committee**

D. Morin thanked the many professors who have assisted in the intensive recruitment campaign in the CEGEPs. She reported that the Faculty would host information sessions for the French student community on February 19, 20, and 22. Faculty members who speak French were urged to help out with the sessions. In addition, she announced that student retention activities were under way with advising for approximately 400 students in academic jeopardy and a follow-up system in place for students who are on conditional standing.

With regard to the curriculum, D. Morin reported that the committee had responded to the proposals for major and minor revisions which have been received. The revised department proposals are expected by March 1st. With regard to the implementation of the new core for September 1996, she advised that the committee was working on the creation and integration of the new courses while ensuring the availability of current offerings for the students in transition. She reported that excellent feedback has been received from the CEGEP advisors who have been consulted about the curriculum revision. With regard to the Weekend Task Force proposal, D. Morin advised that the committee was now attempting to schedule weekend sections. In conclusion she reported that a new promotion brochure has been produced highlighting the outstanding achievements of the Commerce students.

D. Morin was asked if there would be a mechanism to help the newly recruited Francophone students to integrate into an Anglophone milieu. It was pointed out that a strategy for ensuring that these new recruits develop and succeed in their studies was critical. D. Morin replied that an English immersion session to be scheduled in late summer and a student mentoring program is being considered. It was suggested that the Faculty of Arts and Science be persuaded to accommodate more students in their ESL classes. In addition, it was suggested that, although francophone students are not required to take a language test, they could avail themselves of the Concordia English Language Diagnostic Test (CELT). It was noted that the problem now faced is that Engineering and Commerce are increasing the demand for ESL courses, while Arts and Science is reducing the ESL offerings.

In response to a question about the status of the professors who would be available to teach the weekend sections, D. Morin advised that the Chairs had assured her that the courses could be staffed although their part-time or full-time status has not been discussed. With regard to the course in critical thinking, D. Morin advised that M. Carney, the coordinator for the course, has five or six faculty members who are interested in developing and teaching the course. With regard to the issue of integration, D. Morin advised that the coordinator of the Business Communications course is M. Bergier who as a full-time faculty member will promote the integration of the communication concepts in Marketing and other courses.

X **Report: Graduate Programmes, Research and Programme Evaluation**

With regard to research, T. J. Tomberlin reported that the call for proposals for winter seed grants will be issued within the next month. He advised that the criteria used for Masters research papers and thesis grants will be clarified in the guidelines which will accompany the call for proposals.

With regard to program evaluation, he reported that the Faculty Appraisal

Report for the Marketing Department has gone to the department; the M.Sc. Faculty Appraisal Committee report is expected within the next month; the International Business and Finance Faculty Appraisal Reports are proceeding; the DS&MIS Self-appraisal report has been received and the Faculty Appraisal Committee is being composed, and a report from the DIA/DSA Self-Appraisal Committee is expected in the near future. T. J. Tomberlin stressed the importance of the process and urged faculty members to participate in the Faculty Appraisal Committees.

With regard to graduate programs, he reported that the curriculum revisions for the EMBA and AMBA were approved by Senate in December. The EMBA is now in the implementation phase with four coordinators in place under the direction of K. Argheyd.

A. Hochstein reported that a project is underway to enhance communication by having every MBA student have an e-mail address by September, the new mentor system, entitled the Colleague Assist Line, has been implemented and, to assist students with planning, the winter final exam schedule and a first draft of the summer schedule is now being mailed. The mentor system will be evaluated at the end of the term. With regard to the MBA core faculty, he advised that the applications would soon be reviewed.

In response to a question, T. J. Tomberlin confirmed that the Faculty Academic Planning and Priorities Committee was still in existence. The next meeting will take place when the major and minor curriculum revisions are finalized.

XII **Report: External Affairs and Executive Programmes**

There was no report.

The Chair announced that Mr. Robert de Fougerolles, Chair of the Faculty Advisory Board had tendered his resignation.

IT WAS MOVED BY V. V. BABA AND SECONDED BY T. J. TOMBERLIN THAT FACULTY COUNCIL EXTEND A VOTE OF THANKS TO MR. ROBERT DE FOUGEROLLES FOR HIS DEDICATION AND MAJOR CONTRIBUTION TO THE FACULTY OF COMMERCE AND ADMINISTRATION IN HIS CAPACITY AS CHAIR OF THE FACULTY ADVISORY BOARD.

THE MOTION WAS CARRIED UNANIMOUSLY.

XII **Reports from Faculty Representatives on University Committees**

1. **University Senate**

   T. J. Tomberlin reported that the graduate curriculum revisions had been approved at the December meeting.

2. **Arts and science Faculty Council**
There was no report.

3. **Senate Academic Planning and Priorities**
J. A. Rosenblatt drew attention to document CAFC-96-01A-08 which indicates that the University can expect an approximate $12M cut in 1996-97 explaining that the two items under discussion at SCAPP are the planning and the budget processes and how to deal with the budget cut.

The Chair interjected that as part of the process each Faculty unit has been asked to examine their programs in light of the Senate approved principles. It is expected that the Faculty plan, which would be linked to these budget figures, would be prepared by May.

4. **Senate Academic Programmes Committee**
T. J. Tomberlin reported that the committee was working on proposals for streamlining the curriculum revision process. A report will be forwarded to Senate within the next two months.

5. **Senate Research Committee**
V. V. Baba advised the committee will meet next week.

6. **Senate Academic Services Committee**
There was nothing to report.

7. **University Library Committee** - There was no report.

8. **Undergraduate Scholarships and Awards Sub-committee** - There was no report.

9. **Sub-committee on Academic Computer Policy** -There was no report.

10. **Computer Resources Committee** - There was no report.

11. **Board of Governors** - There was nothing to report.

12. **Council of the School of Graduate Studies**
Reports CAFC-967-01A-03 and CAFC-96-01A-04 were received.

XIII **Reports from Student Associations**

1. **C.A.S.A. Report**
D. Srinavasan explained that the large trophy on display was the result of the phenomenal success of the Commerce students at the Commerce Games. He reported that Concordia is the first

Anglophone University to win the award noting that last year the champions won by a margin of 25 points while this year Concordia won by a margin of 850 points. Medals were earned in five of six academic competitions including three golds, and golds were earned in two of four sporting events proving that when students and faculty work together it can be demonstrated that Concordia is a top-rate business school. He thanked the faculty members who participated with a special thank you for Associate Dean Simyar. A huge celebration party, co-hosted by the Office of the Dean, Molsons and CASA will be held at the Molson Centre on March 8th. Faculty Council members were invited to attend. He thanked Dean Anvari for his assistance with the celebration and for his willingness to share the cost of a trophy case.He also announced the success of the students at the national undergraduate business games where they also won the bid to host next's years games. A. Del Bianco will be the coordinator for this event. In addition, he announced that Concordia overcame McGill in winning the bid to host the REFAQ meeting this year which will take place on Saturday, February 10th.

D. Srinivasan announced the election of CASA's second woman president, Kathy Tsolakos. The election of the CASA executive will be complete on February 15th. He also reported that the CASA computer lab was being expanded - ten computers will be added. He encouraged everyone to read the latest CASA newspaper which highlights the Commerce Games. In conclusion, he announced that a bachelor/bachelorette party will take place on February 14th at Reggies in the Mezz Cafe with all profits will going to the AIDS Foundation, the first Commerce Carnival week will be organized this year to promote school spirit, and he will attend the Rocky Mountain Business Conference in Alberta to gather information on sponsorship.

2. **C.G.S.A. Report**

S. Lorber announced the success of the Fifteenth Annual M.B.A. International Case Competition where Concordia placed seventh out of twenty-eight competing schools. He thanked all the professors who were sensitive to the needs of the participating students and encouraged professors, who were less flexible and possibly unaware of the benefits of the competition to the Faculty, to be more lenient in the future. He also announced the victory of the Concordia team at the Dalhousie Case Competition and introduced J. McKenna who spearheaded this success.

J. McKenna highlighted the events of the Concordia M.B.A. Case Competition and the Dalhousie Case Competition noting the excellent media coverage received this year for the Concordia

third place. The Concordia team will be presented the Minister's Cup at a special presentation in Ottawa by the Honourable Lloyd Axworthy.

IT WAS MOVED BY V. V. BABA AND SECONDED BY J. HALL THAT FACULTY COUNCIL EXTEND A VOTE OF THANKS AND CONGRATULATIONS TO THE FOLLOWING CONCORDIA STUDENTS FOR THEIR OUTSTANDING ACHIEVEMENTS AND FOR DEMONSTRATING THAT THE FACULTY OF COMMERCE AND ADMINISTRATION IS A LEADING BUSINESS FACULTY IN CANADA:

CGA Examinations: Marlo de Fanti, Linda Kwong,Anna Mistretta, Antonio Montanaro, Bao Michel Pham

M.B.A. International Case Competition: Drummond Aikman, Elena Kontakos, Sorin Munteanu

Dalhousie International Business Case Competition: James McKenna, Ingrid Paviolanis, Nevill Smythe, Helen Trifoncopoulos

Commerce Games - Université Laval : Jeffrey William Adams, Dixon Alderson, Susana Alves,Sandra Arambasic, Annie Arsenault, Elisabeth Auclair, Matthew Bacchiochi, Annick Bellavance, Carole Bernard, Cynthia Bernard, Helen Beros, Megenditch Chahenian, Ann Chamberland, Kari Ann Colpitts, Nathalie J. Cook, Jean-François Côté, Frbienne Cyrius, Alia Del Bianco, John Delorme, Twyla De Mello, Dara Dines,Luke C. Dixon, Rebecca Elie, Angie Enepekides, Anne Giroux, Dael Foster, Chris Fournier, Roberto Franchini, Usha Ganesan, Sunil Gandhi, Tina Geha, James Michael Good, Gregory Goyer, Jason Harris, Leslie R. Heller, Jaysen Jones, Clifford King,Sounda Ladouceur, Ryan Derek Lapointe, Thi Dieu Phuong Le, Thierry Lefebvre, Sherrilyn Lequin, Shawn G. Markell, Yves Martin, Tanya Michalski, Paul J. Mirshak, Zach Zaheer Moos, Taj Curtis Nahanni, The-Vy Nguyen, Teresa Sofia Nobre, Kerri D. Norman, Allison O'Connor, Ms. Madeleine Otis, Johnny Pallotta, Pierino Picciola, Luca Emilio Pontillo, Claudia Pouliot, Darcy G. Raymond, Patrick Roche, Valerie Rousseau, Francesco Scaglione, Bruce Gregory Sexton, Manon J. M. Sirard, Dev Srinivasan, Matthew Sterne, Erick Strati, Etienne Tardif, Giovanni Tartaglia, Andrew P. Taylor, Frederick P. Tobin, Donna Tom, Thanh Huy Tran, Roberto Trombino, Ekaterrini Tsolakos, Melvin F. T. Veloso, Frederic Viger, Mikhail Vinokur, Charalambos Vorias, Eric Wheatley, Rafik Zaklama

Undergraduate Business Games - Sir Wilfrid Laurier Unviersity: Tina Ackermans, Todd Bailey, Cynthia Bernard, Damani Best, Patrick Conway, Allia Del Bianco,Twyla De Mello, Rebecca Elie, Paul

Gareliek, Mark Gero, David Flood, Jennifer Goulet, Erika Fraffunder,Sally Hum, Dia Hurtubise, Lee Johnston, Ryan Derek Lapointe, Phil Lebel, Peter Lisi, Ian Lovegrove, Paul J. Mirshak, Taj Nahanni, Kerri D. Norman, Melodie Nash, Madeliene Otis, Johnny Pallotta,Ricardo Pereira, Pierino Picciola, Scott Revelle, Allison Short, Dev Srinivasan, Terry Stock, Erick Strati, Andrew P. Taylor, Frederick P. Tobin, Donna Tom, Eric, Wheatley, Rafik Zaklama, Debora Zietlow

THE MOTION WAS CARRIED UNANIMOUSLY

A vote of thanks was also extended to the following faculty members who played a major role in preparing the students for competition:

M.B.A. International Case Competition: Pierre Brunet, Louis Hébert, Jan Meyers, Alan Hochstein

Dalhousie International Business Case Competition: Jan Meyers

Commerce Games - Université Laval: Arshad Ahmad, Kamal Argheyd, Jane Craighead, Louis Hébert, Anne Lavack, Tom O'Connell, Mahesh Sharma, Farhad Simyar

XIV **New Business**

1. **Faculty Teaching Development Programme - CAFC-96-01A-05**

IT WAS MOVED BY A. AHMAD AND SECONDED BY Z. GIDENGIL THAT SPEAKING PRIVILEGES BE GRANTED TO R. SMITH, DIRECTOR, LEARNING DEVELOPMENT.

THE MOTION WAS CARRIED UNANIMOUSLY.

R. Smith reported that the document packages a group of programs that are already in place with the addition of a mentoring program for new faculty.

It was suggested that the document be strengthened by the provision of a justification for the need for pedagogical mentoring and the focus on new faculty. It was pointed out that the related appendix addresses mentoring in general but leaves a gap between that and pedagogical mentoring. For example, it may be useful to demonstrate, based on LDO data, that there is room for improvement in the new faculty members' teaching. With regard to the notion of matching, the cross-departmental matching was questioned in light of different disciplinary aspects of pedagogy. With regard to new faculty participation, it was noted that some clarification was needed as to whether the programme was optional

or compulsory.

R. Smith responded that only the Collective Agreement would compel the activity of a faculty member and confirmed that participation in the program is by attraction. He agreed that matching was a highly complex issue which continues to be hotly debated. With regard to the notion of proving that new faculty need to improve their teaching skills, he pointed out that the main goals of the programme includes the enhancement of teaching skills, familiarization of new faculty with the Concordia community, and to change the culture of teaching by establishing a space where faculty members talk about teaching. It was stated that the notion of developing a culture where teaching is discussed needs to be developed in the document. With regard to matching, it was suggested that the department teaching committees be involved in the process. It was also suggested that the date for the faculty teaching development grant be changed to the spring.

Some concern was expressed about the cost of the programme given the present financial restraints. In reply, R. Smith advised that the programme would depend on the reallocation of funds based on availability. With regard to the conference expenses, he pointed out that at the present time a faculty member must pay his/her own expenses for a teaching conference. He suggested that the approximate $30K - $50K proposed for the programme be considered in light of the faculty research development programme which spends an estimated $875K per year. It was argued that the researchers were responsible for bringing the research funds into the University.

R. Smith stressed the importance of providing a mechanism to ensure that teaching is on the agenda within the University community. It was suggested that the programme be open to all faculty and that the funding for the programme be structured so that the University would match the financial contribution of the faculty member.

In response to a question about the inclusion of part-time faculty, R. Smith advised that the workshops were open to part-time faculty. As for the rest of the programme, he indicated that funding and other issues would need to be considered first. The debate about the $43K budget was questioned in light of the overall University budget.

IT WAS MOVED BY A. AHMAD AND SECONDED BY A. LAVACK THAT FACULTY COUNCIL ACCEPT AND ENDORSE THE FACULTY TEACHING DEVELOPMENT PROGRAMME, CAFC-96-01A-05, IN PRINCIPLE

The mover and the seconder agreed to amend the motion to include the following phrase:

SUBJECT TO THE COMMENTS AND CONCERNS EXPRESSED BY MEMBERS OF FACULTY COUNCIL AT THE FACULTY COUNCIL MEETING HELD FEBRUARY 9, 1996 AND RECORDED IN THE MINUTES - CAFC-96-01M

THE MOTION WAS CARRIED. (18 IN FAVOUR, 0 OPPOSED, 1 ABSTENTION)

2. **SCAPP 95-62-D1: Procedural Guidelines for Periodic Appraisal of Academic Units - CAFC-96-01A-06**

IT WAS MOVED BY T. J. TOMBERLIN AND SECONDED BY J. A. ROSENBLATT THAT D, GIBBONS , CHAIR OF THE COMMITTEE THAT DRAFTED THE DOCUMENT, BE GRANTED SPEAKING PRIVILEGES.

THE MOTION WAS CARRIED UNANIMOUSLY.

D. Gibbons highlighted the proposed process explaining that Senate had mandated that the document be circulated to the Councils for information. He advised that the University had been given a mandate by CREPUQ to amend the guidelines to conform their broad policy of excluding members of the unit being appraised from the appraisal committee. In addition, the appraisal process was to be streamlined and the revised guidelines were to ensure that the process would be linked to planning and resource management issues.

D. Gibbons confirmed that the document was silent as to how to proceed in the event of a vertical cut. He suggested that during the Faculty Appraisal process, prior to making corrective recommendations, the Faculty Appraisal committee would alert the Dean who could determine the protocol for the vertical cut. He advised that this issue would be discussed at the next meeting.

IT WAS MOVED BY V. H. KIRPALANI AND SECONDED BY T. J. TOMBERLIN THAT FACULTY COUNCIL ENDORSE THE DOCUMENT SCAPP 95-62-D1: PROCEDURAL GUIDELINES FOR PERIODIC APPRAISAL OF ACADEMIC UNITS (CAFC-96-01A-06)

THE MOTION WAS CARRIED (17 IN FAVOUR, 0 OPPOSED, 1 ABSTENTION).

3. **SCAPP 95-62-D2: ACADEMIC AND FINANCIAL PLANNING 1996-97 AND 1997-98 - CAFC-96-01A-07**

The Chair advised that the document was included as an item for information to alert Councils that each Faculty has been asked to develop their plan in light of the five principles. He advised that the Programme Directors have received a detailed plan which had been endorsed by the Chairs and the Faculty Planning and Budget Committee. The Faculty plan, identifying the kinds of efficiencies that are to be made in the programmes and departments, would come to Council in May.

The Chair explained that each department and program will examine their operations and with the help of members in the Accountancy Department will cost and consider the program in relation to the five principles. Recommendations for efficiencies will be sent to the Faculty Planning and Budget committee who will collate, synthesize and incorporate these recommendations within the Faculty report that will be presented to Faculty Council.

XV **Other Business**

There was no other business.

IT WAS MOVED BY V. V. BABA AND SECONDED BY J. HALL THAT THE MEETING BE ADJOURNED.

THE MOTION WAS CARRIED UNANIMOUSLY.

The next regular meeting of Faculty Council will take place on Friday, March 8, 1996 at 09:00 in room GM403-2.